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The NPS Mission

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THE NPS MISSION

Increase the combat effectiveness of US and Allied armed forces and enhance the security of the USA through advanced education and research programs focused on the technical, analytical, and managerial tools needed to confront defense-related challenges.

THE NPS VISION

- To be the world leader in defense related graduate education and supportive research
- To prepare the intellectual leaders of tomorrow's forces
- To be the DoD university of the future

NPS GUIDING PRINCIPLES

We are committed to:

- Creating braggingly happy customers
- Treating everyone with respect and dignity
- Honesty, integrity, and commitment
- Creativity, innovation, teamwork and high quality performance
- Developing the full capabilities of all our students, staff and faculty
- Investing in the technology and facilities needed to fulfill our mission

THE NAVAL POSTGRADUATE SCHOOL STRATEGIC PLAN - 1998

1. Introduction.

The Naval Postgraduate School is unique among institutions of higher education: we are tasked with creating educational programs that will increase the combat effectiveness of our armed forces. Over the years we have carried out this mission with a high degree of success. But the two worlds in which we must operate, the academic world and the military world, are both undergoing rapid and traumatic changes. The academic world is grappling with the problems of effectively creating interdisciplinary programs while maintaining the integrity of existing disciplinary structures, and the even larger issue of the most effective and creative ways of exploiting the promises of high technology, particularly information and communications technologies. The military world is facing fundamental changes in the processes of warfare resulting from advances in several technologies, including information and communications technologies. Many military thinkers are predicting a Revolution in Military Affairs (RMA) based upon information, communications systems and precision weapons. The official guide to changes we should expect is provided by the Chairman of the Joint Chiefs of Staff in Joint Vision 2010 and its follow-on studies. This document foresees a time when information age technologies will give our forces almost complete battlefield knowledge, the communications systems needed to link sensors to shooters, and the weapons and organizations that will allow the precise application of overwhelming power when and where it is

needed. And, of course, there is the political reality of what it takes to balance our nation's budget.

The message for NPS is very clear: in a time of decreasing budgets we must be certain that our educational process will support the information, communications, weapons and organizational needs of our nation's military, and that will provide our nation with the skilled, capable officers who can leverage future technologies. We must position ourselves to take full advantages of the potential efficiencies new technologies offer the academic world. Along with a Revolution in Military Affairs we are caught up in a Revolution in Academic Affairs. We should also not forget that revolutions imply rapid, violent, and unpredictable change. The status quo will not be an option. We must continue to transform NPS into an organization that can meet these challenges.

2. The Background.

The process of change was begun in 1995, and resulted in our first Strategic Business Plan which addressed six vital issues. In 1997 this plan was revised, and the initial six initiatives were expanded to eight. These eight initiatives have been revised for FY 98 as followed:

- Position NPS to meet the challenges of the Revolution in Military Affairs (RMA)
- Increase the efficiency and effectiveness of NPS
- Develop the technologically-integrated University of the Future.
- Develop a consensus within each service on the importance of Graduate Education as an investment in human capital.
- Obtain the resources needed to accomplish our mission
- Create the correct balance between funding current operations and reinvestment
- Recruit, develop and retain high quality staff
- Recruit, develop and retain a high quality faculty

We have seen a number of changes already. In 1995 we gained Joint Professional Military Education (JPME) Phase I certification for curricula in the National Security Affairs Department; we must work to extend this important program to our other curricula. The Academic Council recently approved two innovative curricula. One is an interdisciplinary resident program in modeling, virtual environments, and simulation. The other is an on-site program in leadership education and development for company officers at the Naval Academy. Both of these curricula already have students enrolled, and they are critical steps in supporting the educational needs of Joint Vision 2010. At the request of the Director of the Space, Information Warfare, Command and Control Directorate of the Office of the Chief of Naval Operations (N-6), we are developing a new Unrestricted Line (URL)-focused curriculum in information operations and are providing a common core of subject matter in six related information sciences and operations technical curricula. Our students have continued to make important contributions to the Strategic Studies Group's (SSG) work on developing innovative ideas for future naval warfare. We also have established a new program with the Office for Naval Research (ONR) to support innovation in naval warfare. We have developed a long-term network architecture for our campus, and expect to have it installed and operating before the end of the year. The basic cable infrastructure is designed to provide the reliability and performance necessary to support our networking needs for at least a decade. We are striving to recapitalize our instructional laboratories and library with new equipment and have reorganized their administration and operation in order to decrease staffing requirements. We have set up a marketing group to see that our strengths and capabilities are made known to the Navy's leadership.

3. The 1998 Strategic Plan

The eight initiatives which concerned us in 1997 remain important and have been updated to reflect

changes necessary to respond to our environment. In particular, objectives for FY98 have been identified that build on FY97's accomplishments. These eight initiatives are interconnected, and involve all members of the NPS community. In this section we will briefly review the issues involved.

Initiative No. 1: Position NPS to meet the challenges of the Revolution in Military Affairs (RMA).

There is an emerging consensus among military thinkers and planners that our forces will continue to get smaller, but will be highly dependent upon information technologies. Our challenge here is to focus the many strengths of our faculty in the technology areas into coherent programs that can provide our students with the skills needed to understand and exploit developments in the information, communications, and precision weapons arenas. These programs will need to be very interdisciplinary, with a stress on systems integration and systems engineering. To properly respond to the RMA challenges we will need to make sure that our faculty and students are aware of the implications of the RMA, and are familiar with Joint Vision 2010, and the ideas of Network Centric Warfare (see "Surface Warfare" November/December 1997, "Naval Institute Proceedings" January 1998, pgs 28-36). Institutionally we must continue to examine our departmental and divisional structure, as well as the structuring of our curricula, for responsiveness to these challenges. To provide our students with the fullest possible exposure to Professional Joint Education (PJE) we should explore opportunities to partner with the Naval War College to allow students at both institutions to benefit from the unique strengths of each. By creating a virtual university through distributed learning we can enhance the capabilities of both institutions.

Initiative No. 2: Increase the efficiency and effectiveness of NPS

The organizational health and existence of NPS depend increasingly on our ability to demonstrate our effectiveness in achieving an academic mission which contributes to the broader effectiveness (readiness) of DoN and DoD. To thrive in a time of diminishing budgets/resources it is imperative we execute our mission with increasing efficiency. Absent enhanced levels of both effectiveness and efficiency, NPS will be forced to accept fewer students and/or cut academic programs. Either will certainly contribute to increased organizational vulnerability. We must inculcate in the entire NPS community and all major stakeholders, the need, desirability, and feasibility of major changes throughout NPS in pursuit of significant improvements in efficiency and effectiveness. This will require us to develop skills in leading and managing change, both with others and within ourselves.

Key elements in this strategy are to: search for new "markets"; develop tailored new "products" for present and new customers; develop pedagogical innovations and adopt technical innovation for existing and new programs; and realize organizational efficiencies through reliance on true reinvention, reengineering, and TQL efforts, including the development and adoption of new incentive programs.

Success will certainly require new and innovative educational and research programs, which in turn will rely on our ability to dramatically improve our physical infrastructure and truly become a University of the Future . These efforts will likewise be significantly supported by an increasingly robust Distributed Learning (DL) effort, with specific emphasis on Network-Based Learning (NBL).

Initiative No. 3: Develop the technologically-integrated DoD University of the Future.

The academic world is very actively examining how best to exploit developments in information and communications technologies. The key issue is the use of technology in the delivery of instructional processes, both synchronously and asynchronously. This includes smart classrooms using networked computers and high-quality projection systems, distance learning centers,

distributed learning, multimedia materials, computer laboratories, just-in-time learning systems, and entire supporting activities. We face a number of potentially very serious challenges here unless we address the issue vigorously and with focused attention.

We need to recognize that the entry price in terms of infrastructure investment is very high. Nevertheless, we must invest in developing a base-wide broadband network system. We must establish the capability of students to access our courses, particularly those in the refresher quarters, from their many different work environments in order to reduce the total time spent in residence at NPS. We need to determine the feasibility of offering complete graduate-degree programs to government employees using distributed learning. We must market our well-honed ability to create militarily relevant, technical and interdisciplinary programs that cannot be duplicated elsewhere. We must capitalize on our distinguished faculty who are equipped with appropriate DoD knowledge skills. We must invest in the hardware and software to support the delivery of intellectual content, and to provide the scholarly information resources necessary for the NPS teaching and research programs wherever they are delivered.

We must explore the already introduced concept of a virtual Naval university linking DoD education and training institutions including: NPS, the Service Academies, the War Colleges, and the Chief of Naval Education and Training (CNET). By creating a virtual DoD university that links us electronically with other DoD institutions, we will be able to exploit the unique strengths of each, and avoid expensive duplications.

Initiatives such as the Navy Virtual Library Project, coordinated by the Librarian of the Navy, and the Military Education Research Library Network (MERLN) project of the Military Education Coordinating Committee Library Working Group are creating virtual information resources accessible across Navy commands and other DoD institutions. NPS is an active partner in these initiatives. Digitization of information created by NPS students and faculty, such as distribution of NPS theses in electronic format, offers potential cost savings, and more rapid and broader access to information.

Initiative No. 4: Develop a consensus within each service on the importance of Graduate Education as an investment in human capital.

Clearly future warfare will be different in very significant ways from the warfare today. Change will happen faster than ever before, and the officer corps and those of our allies will need the ability to anticipate and quickly adapt to these changes. If the services are to continue to develop the ideas imbedded in Joint Vision 2010, they will need a high percentage of officers with a graduate level understanding of science, technology and management, along with a solid understanding of systems engineering and integration. And while training is valuable in preparing officers to deal with known challenges, it is education that gives them the capability to deal with the unknown and uncertain.

Given this, it is clear our services should value advanced education for what it is, **a strategic investment in each officer who receives it and for our nation's future.**

We believe three changes are needed to ensure that the Armed Services have the educated human capital they require in their officers' corps. First, officers themselves must understand the need for education in the areas of technology, analysis, strategy, information, and the operational sciences. And they, and those who influence their decisions, must believe that advanced education is not only necessary, but indeed critical to success in their careers. Secondly, officers should have the opportunity to pursue advanced education that provides a return on investment not only in selected, primarily shore duty assignments, but also in career developing operational billets. And lastly, stable, adequate support must be provided for graduate education of the officers' corps. Our strategy is to expedite these changes throughout DoD.

We must use every forum to carry the message on the importance of Graduate Education as a strategic investment in human capital forward throughout DoD, particularly within the Navy where we are designated the CNO's advisor on graduate education. We must partner with key stakeholders in each of our markets to create the right educational experiences for their personnel. We must also pursue a strategy of educating junior officers and those who influence them about the opportunities available and influence them to pursue graduate education.

More than any other source, our graduates project the positive contribution NPS gives to its customers. Therefore, time and energy invested in making students' tours at NPS one of the best of their career is investment well spent and we must exert effort to make them braggingly happy . Additionally, alternative means of delivery such as distributed education and distance learning (discussed in initiative three) are areas that must be expanded to provide additional opportunities to officers not enrolled in traditional programs in residence and in the civilian institutions program.

Initiative No. 5: Obtain the resources needed to accomplish our mission

We have laid out a clearly articulated mission for NPS. To execute this mission we must obtain adequate resources, and we must use those resources as efficiently as possible. Given today's budgetary realities, we must be able to demonstrate that investing in quality, focused educational programs produces a tangible Navy-wide benefit. It is essential that we provide the Navy leadership with well defined, prioritized requirements that can be defended throughout the entire budget process. New resources will have to be linked to new requirements, which in turn must be linked to clearly defined fleet needs.

We need to explore the trade-offs that are possible between investing in new educational technology, and the resulting savings in faculty and staff labor. We must determine whether we can afford to service all of the curricula we now support; perhaps efficiencies can be generated by reducing the number of curricula by consolidation of closely related sub-specialties. A comprehensive study may identify areas of opportunity that will allow us to free up dollars for reinvestment into our infrastructure.

The DoD budget is very tight, and promises to be so for many years to come. To compete successfully for resources in this climate, we must have a clear commitment to providing the Nation with the very best, most efficient graduate programs that are tailored to the unique needs of our armed forces. Our Strategic Plan reflects this commitment.

Initiative No. 6: Create the correct balance between current operations and reinvestment

Intra year funding instability has been the norm at NPS, with the result being reductions to non-labor accounts. This has resulted in an imbalance between labor and non-labor expenditures, and an inability to invest in faculty and course development as the labor account is used entirely for utilization rather than recapitalization of personnel. Organizational effectiveness depends on resources devoted to both current operations and investment. We have supported our current operations at the expense of long term investments.

As budgets have declined, we have continued to support a relatively stable number of staff and faculty billets cutting down significantly on the amount of Operating Target (OPSTAR) available for lab, library and network upgrades and recapitalization. We have maintained a stable level of teaching support but have neglected faculty and staff development investments. We have, however, created a small reinvestment fund from efficiencies.

We need to establish the true cost of each of our educational programs, and to consider competing only in those areas where we have a clear comparative advantage and sponsor support to guarantee adequate funding for operations and investment. We also need to evaluate the return on investment

in our support activities, and we need to determine the optimal way of obtaining the needed support.

We need to strategically evaluate programs and functions, and focus our resources on programs most critical to combat effectiveness. Additionally, we need to examine labor costs in order to provide for savings or redistribution among programs.

Initiative No. 7: Recruit, develop and retain high quality staff

The human resource systems for recruiting, developing and retaining high quality staff must be linked and aligned with the overall business strategy for the School. The present civil service system for General Service (GS) and Wage Grade (WG) has been cumbersome for hiring and rewarding, especially for high quality technical staff. Many of these systems will be regionalized in FY99 creating additional challenges. Improving the skills of our workforce is of paramount importance to the future of NPS due to reduced employee numbers, decreased mobility opportunities, and decreased new-hire opportunities, yet budgetary constraints have restricted monetary awards for outstanding performance, and allowed for limited training opportunities.

To cope with these constraints and to make progress in this initiative, we must design processes, within our control, that will enable managers to identify career paths, redesign jobs to fit new organizational structures, improve the skills of the current workforce, distinguish high performers from low performers, provide equal opportunities to all employees, and identify the best qualified applicants for critical vacancies. We must focus on leadership development for staff supervisors/managers at all levels, including department chairs. They must be given the opportunity to enhance their management skills and to learn new skills to keep pace with increasingly complex job demands and be creative personnel managers. We should review staff positions for career ladder designation where appropriate and design an awards program consistent with our budget and mission. We should examine the use of graduate education opportunities as a hiring and retention device. We must also improve the two way communications between staff and the administration.

Initiative No. 8: Recruit, develop and retain high quality faculty

NPS needs a unique faculty combining both scholarly and military expertise to support its mission. The basic job of recruiting and developing faculty largely belongs to the academic departments who tend to recruit faculty for their disciplinary expertise. This focus on discipline expertise is almost inevitable for young (that is recently graduated) faculty, since they are usually recruited directly from the top academic programs in the country. We have generally recruited our senior faculty directly from the academic world. We have certainly recruited excellent faculty, in general, but faculty lacking any real exposure to military challenges. This has led to problems when we need faculty to participate in the interdisciplinary activities. As we reduce the size of our tenure track faculty in response to declining budgets, we need to formulate a carefully articulated hiring strategy that provides more balanced hiring between disciplinary and interdisciplinary requirements.

We must also provide our faculty with an effective orientation and professional development program. A viable faculty development program must include an exposure to the great ideas that are forming the military forces of tomorrow. Faculty need this knowledge to develop pro-active curricula.

4. Concluding Remarks

The ultimate question is: How do we preserve faculty excellence, plan for the future, and become flexible and adaptive at the same time? It will take the cooperation of all members of the NPS community to make the NPS vision a reality. In many areas we will have to completely change the

way we have done business for many years. It will affect every one of us in one way or another. The world around us is changing at an ever increasing pace. The military services, in particular, have undergone almost unbelievable changes since the end of the Gulf war. As the Revolution in Military Affairs comes to pass it will touch almost every aspect of the military establishment. We may envision a world in which cruise missiles and unmanned aerial vehicles replace fighter and attack planes. What will replace today's fleets, air wings etc.? What new organizations will arise? What are the implications of Command, Control, Communications, Computer, Intelligence, Surveillance and Reconnaissance (C4ISR) and Precision Weapons? What new educational requirements will we be facing? Our students are the ones who must face these issues; we must continue to prepare them to do so.

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